

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### P J Noyes Co Inc

#### New Hampshire Manufacturing Extension Partnership

#### Positive Impacts are Just Part of the Package at P J Noyes

##### Client Profile:

P J Noyes has been in the business of manufacturing and packaging at their facility in Lancaster, New Hampshire for over 100 years. Their manufacturing capabilities include over-the-counter pharmaceuticals and dietary supplements, personal care products, lotions, creams, soaps, topical ointments, compressed tablets, lozenges, food and beverage flavorings and other chemical specialties. For packaging options, they offer flexible plastic and laminate tubes, rigid plastic tubes, flexible foil pouches, bottles jars and automated cartoning. The company employs 130 people at the Lancaster location.

##### Situation:

P J Noyes Vice President, Dennis Wogaman, attended a Principles of Lean event offered by the New Hampshire Manufacturing Extension Partnership (NH MEP), a NIST MEP network affiliate. Wogaman had met with NH MEP project manager Jane T. Ely about potential work in the past and knew what the MEP offered. When customers began stating that they were unwilling to absorb any more price increases for P J Noyes products and services, the company realized that they had to become more efficient and keep their costs down or risk losing business. Though P J Noyes already used the concept of self directed work teams, Dennis felt that Lean would help them to re-energize their teams with new tools, utilize their human capital, and improve production capacity. The company contacted NH MEP for assistance.

##### Solution:

NH MEP's Jane Ely facilitated Time Wise LE102 training for 80 of the company's 130 employees. These events are used to familiarize participants with Lean terminology and tools using both classroom time and hands on simulation. The Liquids Packaging area was having trouble with scheduling due to increased demand. Ely worked with a cross-functional team of P J Noyes associates on a Value Stream Mapping (VSM) event. The team analyzed the Liquid Packaging process and was able to pinpoint areas of concern. At the time, Line 2 was scheduled for 6,900 units per shift. The team set a goal to double the output to 13,800 units per shift. The VSM showed where Kaizen events could be done to reduce waste. Even before the Kaizens were conducted, the Liquid Packaging team had achieved 15,100 units of output just from the critical knowledge and skills they gained from VSM. A 5S Kaizen was done to help clean and organize the Liquids Packaging area. Then a Quick Change-Over (QCO) Kaizen was conducted, and the changeover process was videotaped and analyzed to see where the waste was located. Using this knowledge, the team wrote a formal changeover procedure that balanced the work of the changeover among all team members and established when a task required two people versus one.

##### Results:

[www.mep.nist.gov](http://www.mep.nist.gov)



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- \* Increased sales by \$400,000.
- \* Increased production in Liquids Packaging area by 50 percent.
- \* Created 2 new jobs.

#### **Testimonial:**

"The NH MEP and Jane T. Ely brought focus and facilitation to the Lean process. We were able to get a lot accomplished during our sessions because Jane kept things moving and prevented us from getting bogged down with side issues. My personal fulfillment was watching people become believers in what they can do by setting lofty goals and achieving them."

Dennis Wogaman, Vice President